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ABSTRACT

Since 1989, the Reference and User Services Association/Management and Operation of User Services Section's Management of Reference Committee has successfully used case studies to foster structured discussions among public service librarians on a wide variety of issues relating to managing change in reference services. The information offered in this document is designed to help others replicate this success. Included are familiar reference issues affecting reference librarians and managers in both academic and public libraries. Three chapters give instructions on how to maximize the case study approach for finding creative solutions to management problems. These chapters provide a background on the case study method and scenario planning, practical tips on organizing a library case study discussion, and guidelines for being a good group facilitator and participant. The appendix includes eight of the Committee's "Managing Change" case studies: (1) New Director, New Directions in Reference; (2) Introducing a New Reference Management Style; (3) One Public Library's Dilemma: New Branches, No Staff; (4) Performance Issues and Changing Proficiencies for Electronic Resources; (5) Square Pegs in Round Holes: Vacant Positions and Staff Expectations; (6) Is the Customer Always Right? (7) The World According to Stanley: Working with Difficult Employees; and (8) We're Doing What? Reference Around the Clock. (AEF)

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